



Defense Acquisition University

KM in the Federal Sector

The DoD Acquisition, Technology & Logistics (AT&L) Knowledge Management System (AKMS**)**

Where We Are and Where We Are Going

John Hickok

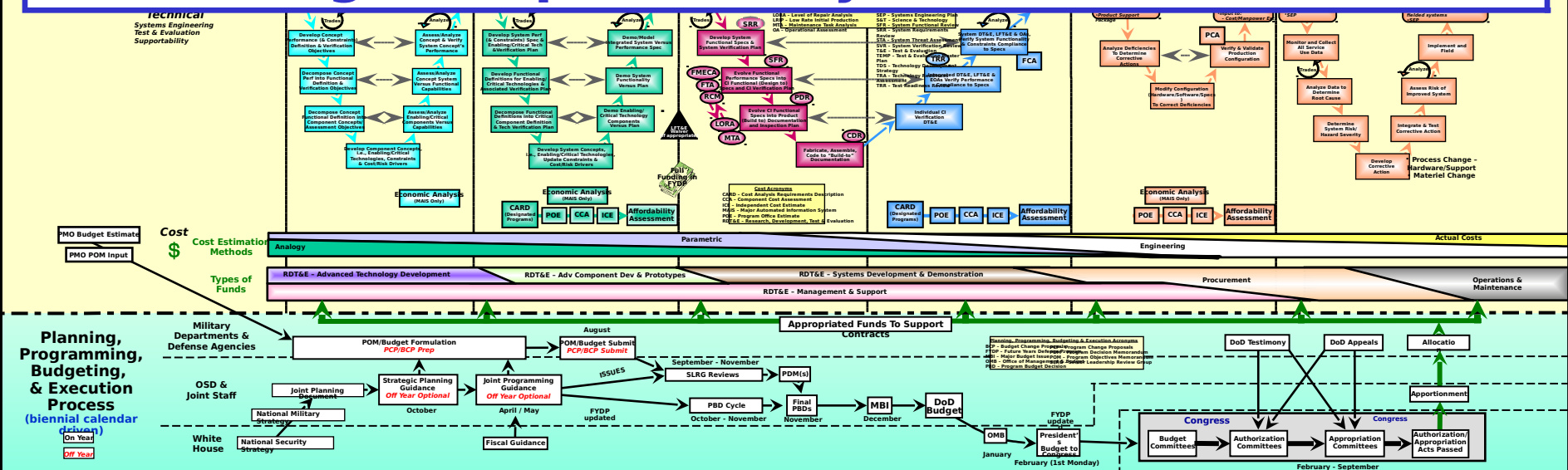
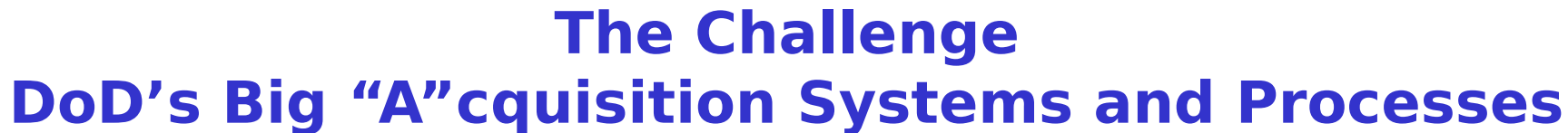
DAU Director, Knowledge Management



**The Challenge/Opportunity/DoD-DAU's Mission:
Supporting the Acquisition Workforce to Deliver
Timely and Affordable Capabilities to the
Warfighter**

**The Defense Acquisition Workforce:
126,000 Government and Military Certified
Professionals
and
500,000+ Contractor Support Personnel**







OVERSIGHT DIRECTIONS

**MORE
OVERSIGHT
DIRECTIONS**

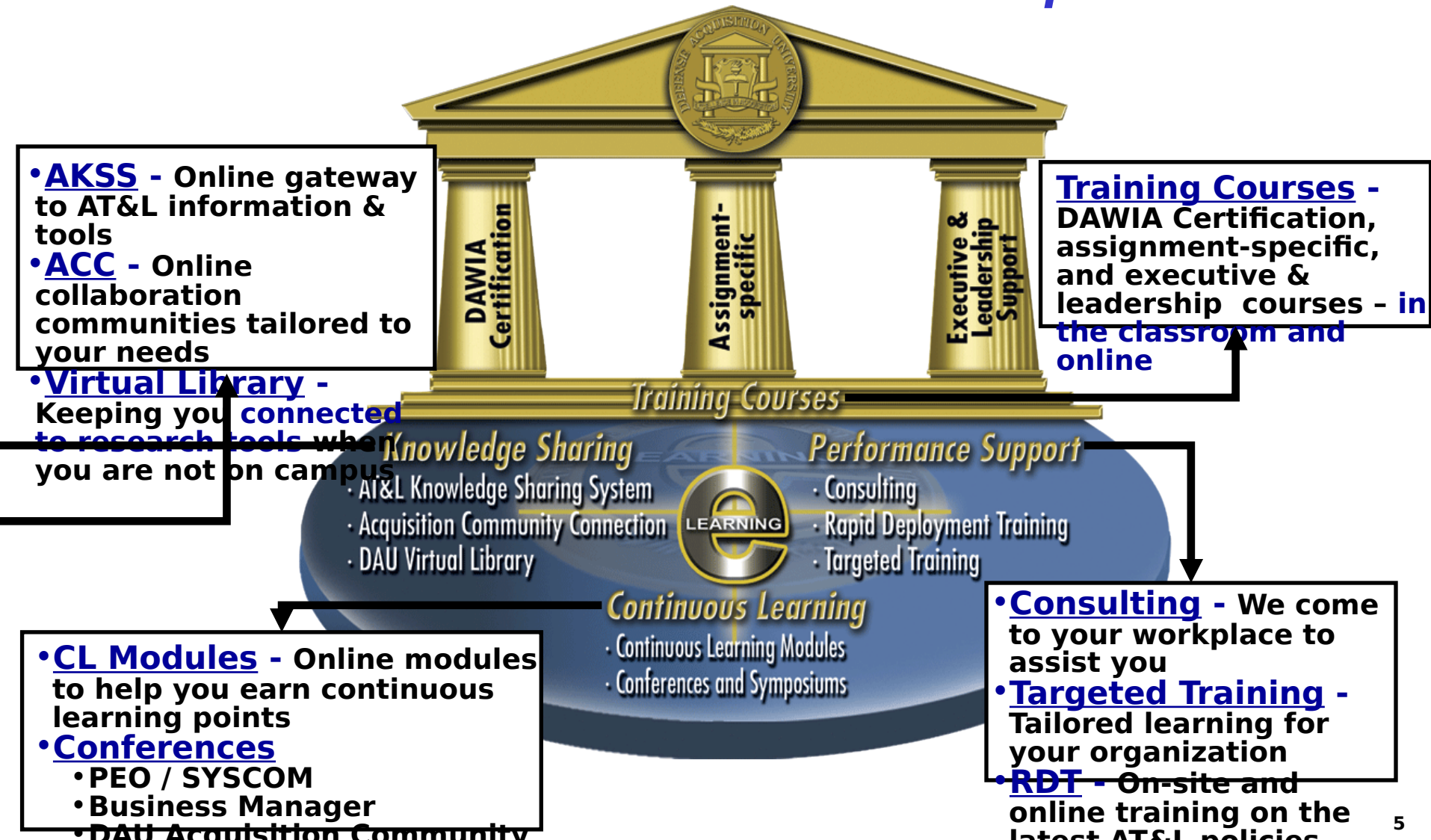
BY VIRTUE OF
POSITION, IS ENTITLED
TO BE HEARD

GET THIS PROGRAM
THE DAY

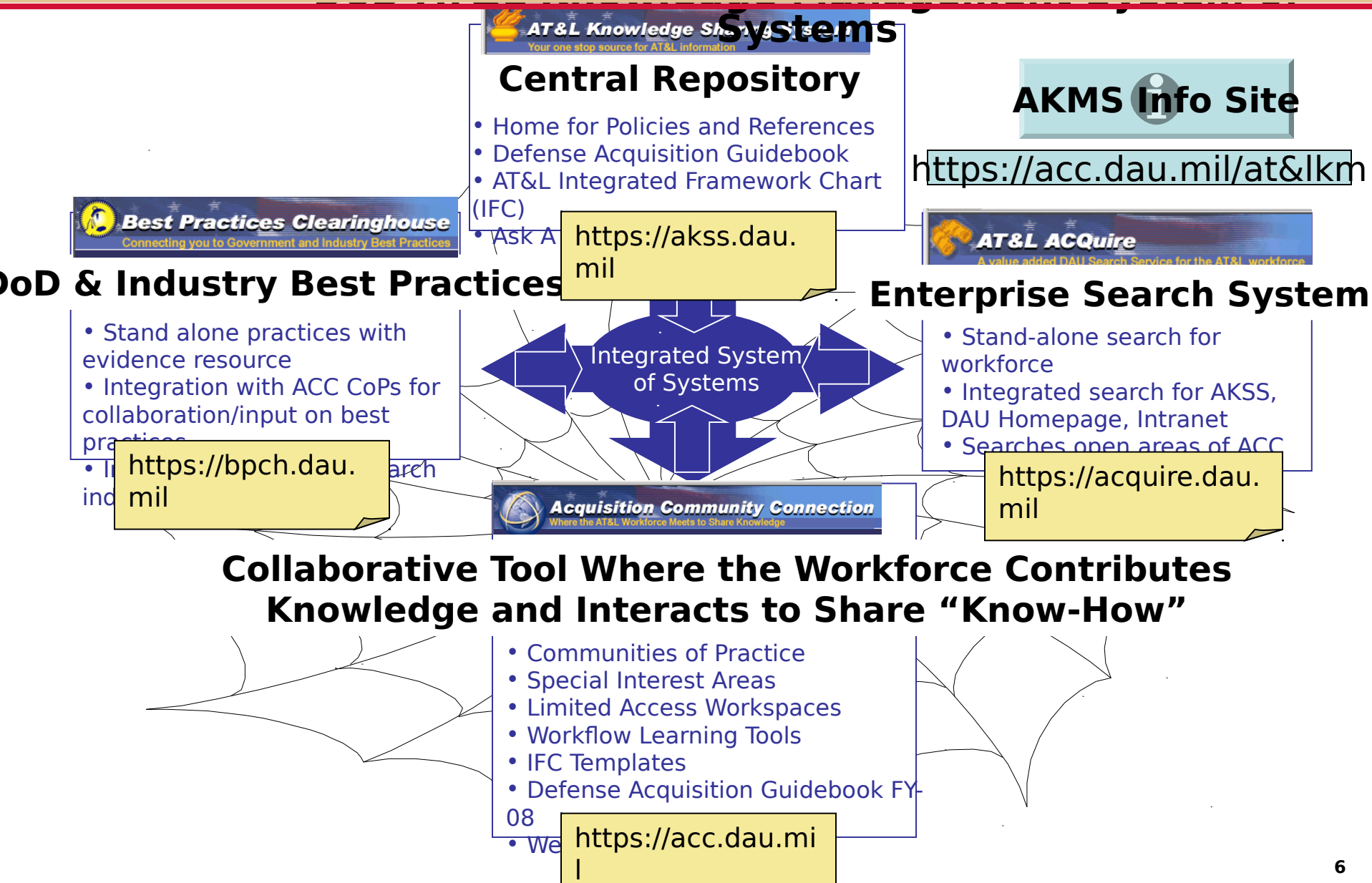


AT&L Performance Learning Model

24/7 Learning and Job Support Assets for the Classroom and the Workplace



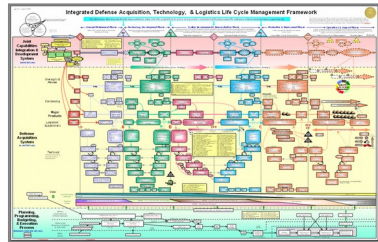
Supporting the Defense Acquisition Workforce through the DoD AT&L Knowledge Management Systems



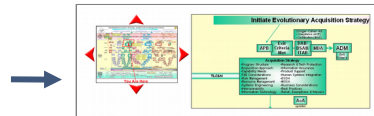
Process Performance & Learning Tools

Closing the “learning - doing” gap

Knowledge Gateway →



**AT&L Integrated Framework
(master process flow)**

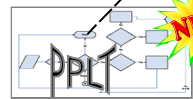


**Chart/flow element
“Initiate
Evolutionary
Acquisition
Strategy”**

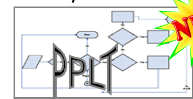
Knowledge Cross-

	Mandatory Policy – Public Law and Regulatory
	• DoD 15000.2 - Acquisition Strategy
	Guidance – Defense Acquisition Guidebook
	• Defense Acquisition Guidebook Chapter 2.3 - System Acquisition: Acquisition Strategy
	• Defense Acquisition Guidebook Chapter 2.3.1 - Program Structure
	• Defense Acquisition Guidebook Chapter 2.3.1.9 - Additional Acquisition Strategy Topics
	• Defense Acquisition Guidebook Chapter 2.3.2 - Acquisition Approach
	• Defense Acquisition Guidebook Chapter 2.3.1.6.1.2 - Building Competition into Individual Acquisition Strategies
	• Defense Acquisition Guidebook Chapter 6.3.3.4 - Support Strategy and Acquisition Strategy
	Definition Overview Information
	• DAU Glossary - Acquisition Strategy
	DAU and other DoD Guides, Handbooks, Templates, Etc.
	• Introduction to Defense Acquisition Management (7th Edition September 2005)
	DoD Communities of Practice
	• ACCPM Community of Practice - Acquisition Strategy
	Examples, Leadership Guidance, Etc.
	• TBD * but several are expected to be loaded to PMCoP
	Training Material
	• Defense Acquisition Tutorial
	DAU “Ask-A-Professor” Database
	• Ask-A-Professor - Acquisition Strategy

Today...



**Building Competition
into Acquisition
Strategies PPLT**

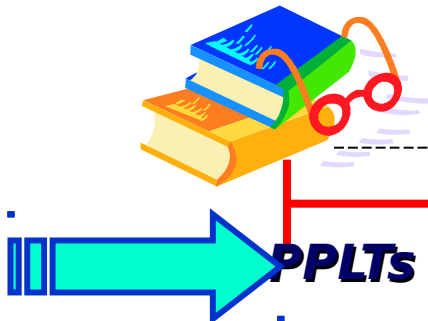


**Developing
Competitive
Elements PPLT**



**Developing Acquisition
Strategy PPLT**

**PBL
Toolkit**



Learnin^g

PPLTs close this gap



**Doing
Doing**



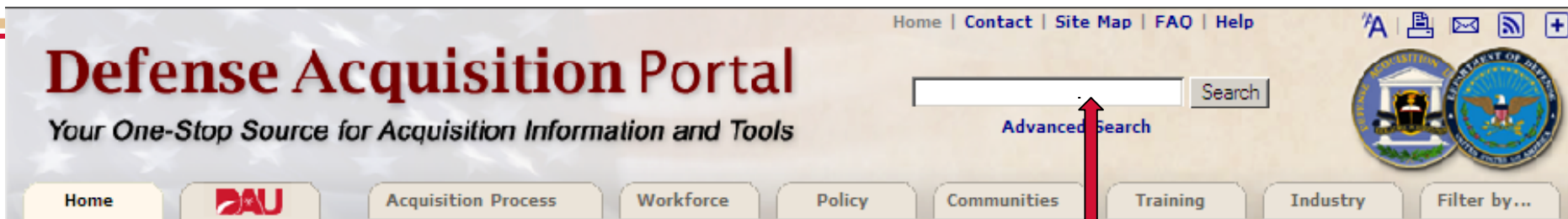
Focus of Future KS Initiatives

- **Deliver easily consumable content to the local venue**
 - Offer **dynamic content** that plays in the workforce local environment - their portal
 - Game plan is **not to compete with Service and local portals** but to provide a choice of dynamic acquisition content to customize their sites
- **Promote collaboration across Services, Agencies and Industry via **social networking tools** (tagging, user feedback, content detection/visibility)**
- **Foster **greater participation and engagement of workforce** in the acquisition knowledgebase - learning and sharing across organizations - **Mass Collaboration****

What's In The Future?

- **Converting the AKSS to the **Defense Acquisition Portal** (DAP) using MOSS2007**
 - **Developing an Acquisition “Services” Registry or “Tool Chest” for export to Service/Agency/Industry Portals.**
 - **Providing a Personal “My Acquisition Portal”**
 - **Launch March 09**

DAP Home Page Elements

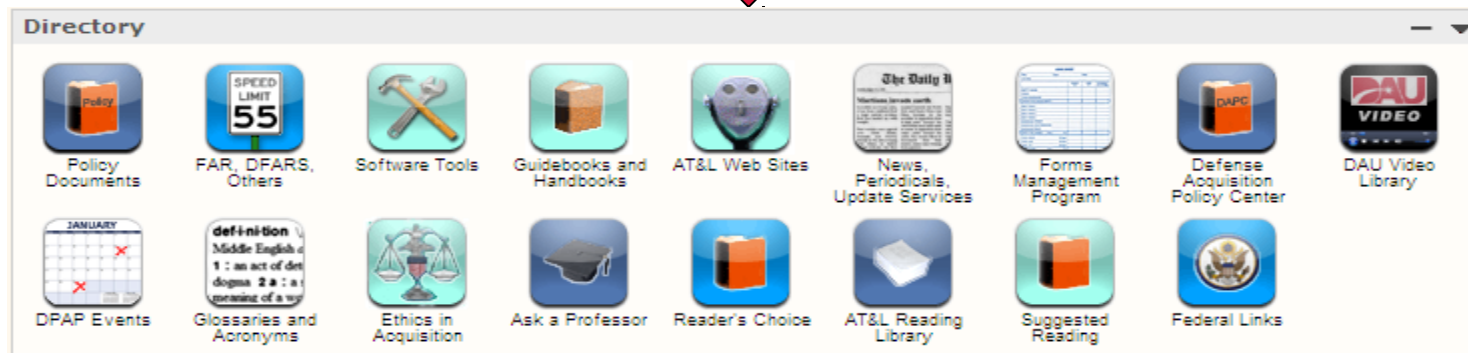


Horizontal Navigation Tabs

Centralized Search

Directory of Acquisition Systems and Services

Work
In Progress



Directory of Acquisition Services

Systems

[Acq. Community Connection](#)
[Best Practices Clearinghouse](#)
[ACQuire](#)
[Ask A Professor](#)

Training

[Formal Training Resources](#)
[Tutorials](#)
[Use Cases](#)
[Performance, Learning Tools](#)
[Big "A" Processes](#)
[Workforce, Industry Ethics](#)

Document Gateway

[Defense Acquisition Guidebook](#)
[Integrated Framework Chart](#)
[Web-Enabled JCIDS](#)
[ACQuipedia](#)

Additional Reading

[News, Periodicals, Update Services](#)
[AT&L Publications](#)
[AT&L Living Library](#)
[Policy](#)
[Guidebooks, Handbooks](#)
[E-Library Resources](#)
[AT&L Reading Library](#)

Other ACQ Systems

[Software Tools, Toolkits](#)
[Forms Management Program](#)
[AT&L Web Sites](#)
[FAI Web Site](#)



Learn.
Perform.
Succeed.

DEFENSE AQUISITION PORTAL

Web Parts/Services (Examples)

ABOUT DAU

DAU BUSINESS
UNITS

WEBCASTS/VODS/PODCASTS
CENTER

FORMAL
TRAINING
RESOURCES

DAU LEARNING
CENTERS OF EXCELLENCE

DAU
PERFORMANCE SUPPORT
AND RAPID TRAINING

CAREER COMPETENCY
MODELS

SIMULATION
CENTER

ACQUIPEDIA

GOV/INDUSTRY ACQUISITION
NEWS RSS FEEDS

WEB PARTS
SERVICES
LIBRARY

TUTORIALS

VIDEO LIBRARY

E-LIBRARY RESOURCES

AT&L/DAU SPOTLIGHT NEWS

POLICY

RELATED WEB LINKS

COMMUNITES OF PRACTICE

WORKFORCE/INDUSTRY
ETHICS

PERFORMANCE
& LEARNING
TOOLS

LIVING LIBRARY

BIG A PROCESSES

SOFTWARE TOOLS
AND TOOL KITS

PORTAL/WEB
SEARCH TOOLS

DEFENSE ACQUISITION
GUIDEBOOK

GUIDEBOOKS AND
HANDBOOKS

USE CASES

AT&L INTEGRATED
FRAMEWORK CHART

AT&L/DAU
PUBLICATIONS

SERVICE/COMMAND/AGENCY
PORTALS

BEST PRACTICES
CLEARING HOUSE

ASK A PROFESSOR

DAU

DoD

An Exportable DAU Web Part

Acquisition Services and Systems



Defense Acquisition University

Learn.
Perform.
Succeed.

Education and Training

-  Browse DAU courses
-  Apply for a DAU course
-  Read about DAWIA

Acquisition Knowledge Management System

-  Get policy, publications, etc. through the AKSS
-  Join a community in the ACC
-  Improve your practice with BPCh
-  Look up guidance in the DAG
-  Navigate the process using the IFC
-  Search using ACQuire
-  Ask a Professor

DRAFT

What's In The Future?

- Investigating the power of “social networking” and Web 2.0 tools in all AKMS systems.
 - Web 2.0 CoP tool **Upgrading ACC August 08**
 - AQUipedia **October 2008**
 - Defense Acquisition Portal **March 2009**

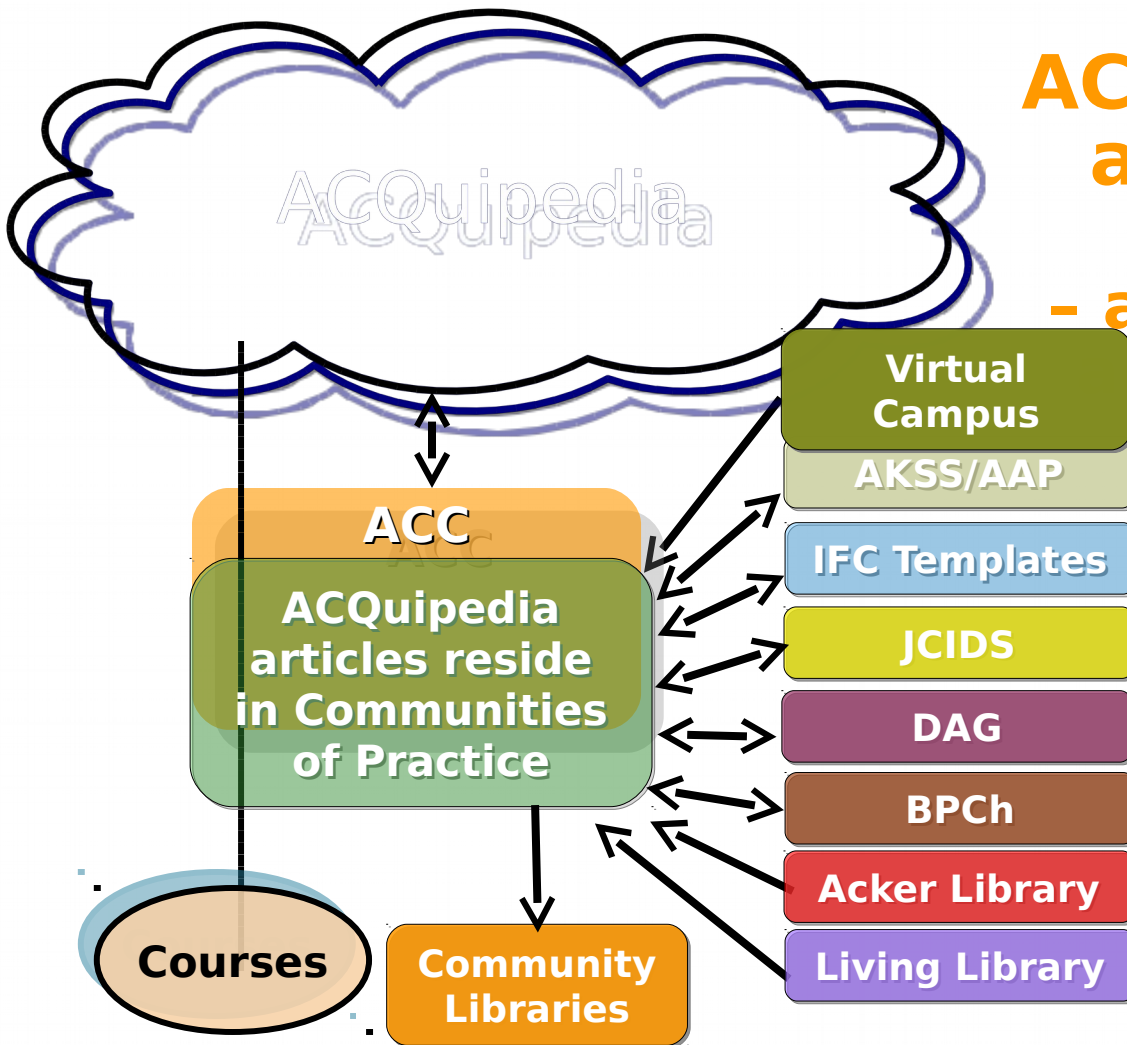


Learn More About Web 2.0 Tools

What's In The Future?

- Developing an **Acquisition Encyclopedia** (ACQuipedia) based on Wikipedia “approach”. **(Launch Oct 08)**
 - Starting with all DAU faculty as contributors/editors
 - Moving to appropriate CoP members

ACQuipedia Concept of Use



ACQuipedia serves as a knowledge gateway - an encyclopedia to acquisition related topics

- ACQuipedia articles reference Virtual Campus, AKSS, AAP, IFC, JCIDS, DAG, BPCh, Acker Library, Living Library content
- Community libraries draw content from ACQuipedia pages
- Courses reference ACC and ACQuipedia as sources of content
- Faculty use ACQuipedia in the classroom as THE go to reference. Use of TriCenter provides quick access to

See Prototype ACQuipedia
find out response to student questions

What's In The Future?

- **Advanced search and discovery “engine”, including video search.**
 - **Initial options study completed by CSC.**
 - **Follow-on detailed study and demonstrations to start June 08.**
 - **AKMS incorporation Mar 09 with DAP**



DAP Search Results Page (Mockup)

Defense Acquisition Portal

[Home](#) | [Contact](#) | [Site Map](#) | [FAQ](#) | [Help](#)



Search

Advanced Search

[Home](#)



[Acquisition Process](#)

[Workforce](#)

[Policy](#)

[Communities](#)

[Training](#)

[Industry](#)

[Filter by...](#)

Search Again

Search

☒ Within results

Main - All Search Results

Your search on "Analysis of Alternatives" returned 500+ documents.

Definition of "Analysis of Alternatives"

Analysis of Alternatives (AoA) - The evaluation of the performance, operational effectiveness, operational suitability, and estimated costs of alternative systems to meet a mission capability. The analysis assesses the advantages and disadvantages of alternatives being considered to satisfy capabilities, including the sensitivity of each alternative to possible changes in key assumptions or variables. The AoA is normally conducted during the Concept Refinement phase of the Defense Acquisition Framework to refine the system concept contained in the Initial Capabilities Document (ICD) approved at the Concept Decision. (DoDI 5000.2 and CJCSI 3170.01E)

<https://akss.dau.mil/jsp/glossary.pdf>

Analysis of Alternatives

Analysis of Alternatives - Overview: The Office of the Director, Program Analysis and Evaluation (OD/PA&E), provides basic policies and guidance associated with the **Analysis of Alternatives** process. For Acquisition Category ID and IAM programs, OD/PA&E prepares the initial **Analysis of...**

<https://acc.dau.mil/communitybrowser.aspx?id=31580>

Analysis of Alternatives

I am looking for a DoD template for presentation and discussion of **Analysis of Alternatives** (if it exists) or a good example of a presentation and discussion of **Analysis of Alternatives**. - Can you provide a DoD template for an **Analysis of Alternatives**?

<https://akss.dau.mil/askaprof-akss/qdetail2.aspx?cgiSubjectAreaID=11&cgiQuestionID=18616>

Analysis of Alternatives (CLM 101)

Analysis of Alternatives - 1 of 11 - Module length: 2 hours - Welcome to the **Analysis of Alternatives (AoA)** Continuous Learning Module (CLM). The Office of Aerospace Studies created the

Results in Glossaries (11)

[Analysis of Alternatives](#)

[AoA](#)

[All-Source Analysis Branch \(ASAC\)](#)

[Show in Main Results Window](#)

Results in Policy Documents (421)

[32 CFR 989](#)

[MARCOR Systems Cost Analysis Handbook](#)

[Joint Warfighter S&T Plan](#)

[Show in Main Results Window](#)

Results in the DAG (248)

[Analysis of Alternatives](#)

[Inputs to the Systems Engineering Processes in...](#)

[Summary of Outputs of the Systems Engineering...](#)

[Show in Main Results Window](#)

Results in DAU Courses (500+)

[SYS 101 - Fundamentals of Systems Planning, Research...](#)

[BCF 103 - Fundamentals of Business Financial...](#)

[Performance Based Logistics \(CLL 011\)](#)

[Show in Main Results Window](#)

Results in Forms, Tools, Sites (279)

[RiskAoA](#)

[Present Worth Computation](#)

[Web-Life Cycle Cost Analyzer](#)

[Show in Main Results Window](#)



DAP Search Results Page (Cont.)

Director, Program Analysis and Evaluation (OD/PA&E), provides basic policies and guidance associated with the AoA process. For Acquisition Category ID and IAM programs, OD/PA&E...
https://akss.dau.mil/dag/DoD5000.asp?view=document&rf=GuideBookIG_c7.8.3.4.asp

Environmental Impact Analysis Process, 32 CFR 989 - Analysis of Alternatives

§ 989.8 **Analysis of Alternatives**. - (a) The Air Force must analyze reasonable alternatives to the proposed action and the "no action" alternative in all EAs and EISs, as fully as the proposed action alternative. (b) "Reasonable" alternatives are those that meet the underlying purpose and need for the...
http://edocket.access.gpo.gov/cfr_2001/julqtr/pdf/32cfr989.8.pdf

MARCOR Acquisition Procedures Handbook: 5. Analysis of Alternatives (AoA)

The only analysis, however, that reference (a), Part 2, requires for mandatory presentation at Milestone (MS) Decisions is the **Analysis of Alternatives (AoA)**. The AOA process includes a simple comparison of the products of competing sub-system producers (described as a Tailored Executive Analysis....

<https://akss.dau.mil/Documents/Policy/Procs06.doc>

ACQ 201A - Intermediate Systems Acquisition Course

Analysis of Alternatives Summary Report - Firebird UAV - Option 1: Recoverable Unmanned Aerial Vehicle (UAV) - This concept consists of a UAV carrying releasable munitions. It uses the air vehicle from the X101 Advanced Concept Technology Demonstration (ACTD) recently demonstrated by the...

https://learn.dau.mil/CourseWare/83_5/m111/documents/analysis_of_alternatives_-_summary.html

Acquisition Domain: Leading Transformation

Acquisition Domain Sourcing **Analysis of Alternatives (AOA)** - Acquisition Domain is planning for the future sourcing environment by conducting a Sourcing Analysis of Alternatives - Current: All Components are participating in the AOA process, led by Air Force, Initiated AOA in November 2003...

<http://www.fai.gov/pdfs/lisaromney.ppt>

Software Tools - RiskAoA (Predictive Risk Analysis for the AoA process)

Description: RiskAoA is a simple to use Excel and Visual Basic-based program that allows the predictive and quantitative assessment of Risk. Its origins are in the **Analysis of Alternatives** acquisition management cycle, though it can be utilized in many situations. The results of RiskAoA...

<https://akss.dau.mil/Lists/Software%20Tools/DispForm.aspx?ID=63>

< previous 10

1|2|3|4|5|6|7|8|9

next 10 >

Other Search Engines

OSD ACQWeb

Alta Vista

FastSearch.com

Google (.mil only)

Defense Link

Yahoo!

Google

The appearance of any of these hyperlinks does not constitute endorsement by the DoD of this web site or the information, products or services contained therein. These links are provided consistent with the stated purpose of this DoD web site.

Results in the ACC (500+)

Analysis of Alternatives

Stage 6: Perform Alternatives Analysis

Analysis of Alternatives Army Discussion

Show in Main Results Window

Results in the BPCh (27)

Trade Studies

Needs Elicitation

Optimize Verification, Validation and Test (VVT) Strategy

Show in Main Results Window

Results in Ask-A-Professor (500+)

AoA or Business Case Analysis Templates?

How are Value Models used when conducting an Analysis...

What recourse does a PM have if he/she are not satisfied...

Show in Main Results Window

Results in News and Events (3)

News from USJFCOM: Recent Articles

Calendar -- www.GovernmentExecutive.com

Materials and Processes Technology Information Analysis...

Results in the DAU Video Library (0)

No results found

What's In The Future?

- **Developing a DAU Learning Assets Portal Service** - providing classroom materials, DL courses/modules, videos, podcasts, and webcasts.
 - **Similar to MIT's Open Campus system**
 - **Provides "reachback" to continuously updated assets.**
 - **Service available March 09 with DAP.**
- **26 DL Course modules and 167 CL modules available now through DAU's virtual campus**

What's In The Future?

- **Building More Process Performance and Learning Tools inside the ACC CoP tool**
 - **Leveraging ALL DoD/DAU assets.**
 - **Leveraging Web 2.0 capabilities**
 - **Starting in FY09**
 - **Major new product line for DAU**
 - **Vision to web enable all major Guidebooks/Handbooks and convert to PPLTs**

Additional Information

DoD AT&L Knowledge Management System of Systems



ACquire

SEARCH

FAR/DFARS



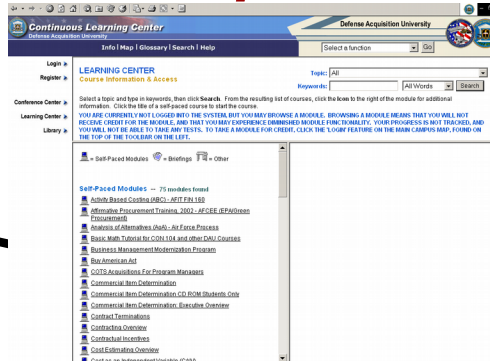
GSA & Hill FARSITE

New AT&L Policy

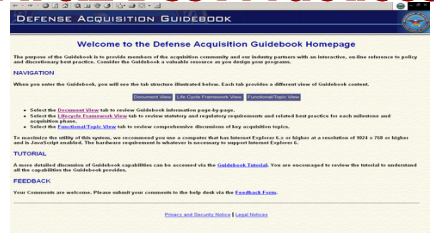


Acquisition Policy Center With JCIDS, 5000, PPBES

Courses/Modules

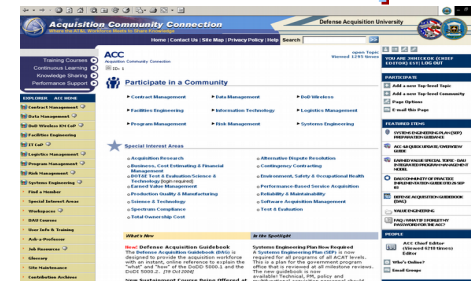


AT&L Best Practices



Defense Acquisition Guidebook

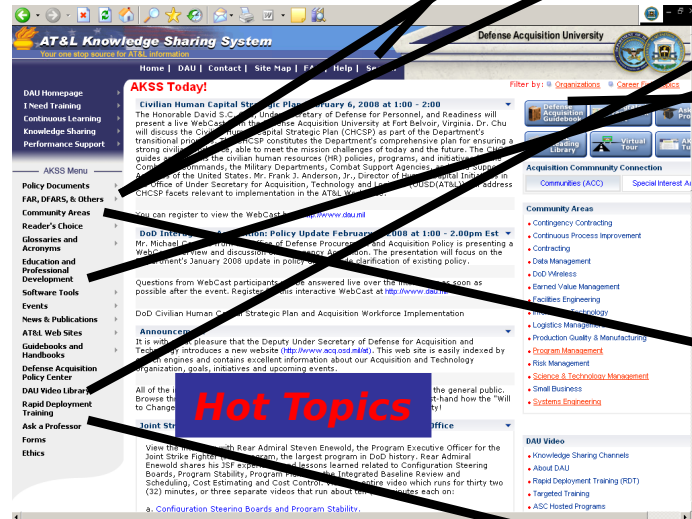
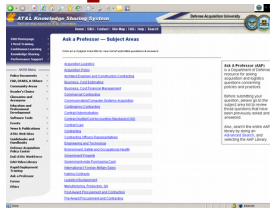
Integrated Framework Chart Guidance and Experts



Career Field and Business Process

Training and Continuous Learning Centers

Experts



Hot Topics

AKSS

Gateways to Policy, Processes, Tools and Experts

Ask-A-Professor



Defense Acquisition University

AT&L Knowledge Sharing System



AT&L Knowledge Sharing System

Your one stop source for AT&L Information

[Home](#) | [DAU](#) | [Contact](#) | [Site Map](#) | [FAQ](#) | [Help](#) | [Search](#)

Defense Acquisition University



Filter by: [Organizations](#) [Career Field/Topics](#)

[DAU Homepage](#)
[I Need Training](#)
[Continuous Learning](#)
[Knowledge Sharing](#)
[Performance Support](#)

AKSS Menu

[Policy Documents](#)
[FAR, DFARS, & Others](#)
[Community Areas](#)
[Reader's Choice](#)
[Glossaries and Acronyms](#)
[Education and Professional Development](#)
[Software Tools](#)
[Events](#)
[News & Publications](#)
[AT&L Web Sites](#)
[Guidebooks and Handbooks](#)
[Defense Acquisition Policy Center](#)
[DoD AT&L WorkForce](#)
[DAU Video Library](#)
[Rapid Deployment Training](#)
[Ask a Professor](#)
[Forms](#)
[Ethics](#)

AKSS Today!

WELCOME TO THE AKSS PORTAL

You are currently viewing the newly deployed AKSS Portal. The AKSS Portal, an upgrade to the AKSS, maintains menu navigation, and all of the content of the former AKSS.

This migration was done to bring the AKSS site operation and management into compliance with OSD security and to take advantage of the extensive functionality of the Microsoft SharePoint portal application.

There are several immediate advantages to the AT&L community by doing this migration:

- Content can be reorganized by the user according to their area of interest, selecting functionality or service.
- This is the first milestone in a plan to offer a personalized Acquisition Portal for AT&L users, so you can do your workspace to more efficiently meet knowledge requirements in your daily work.

All current documents and reference information have been re-directed to the AKSS Portal. If any link fails to work, please notify DAU immediately. Please take a few moments to test the functions. No content has been removed and presentation may have changed.

New Functionality: The front page content can be filtered by service or career field. Additional filtering functions include the AKSS Menu for News and Publications, AT&L Websites, and Guidebooks and Handbooks, in the AKSS Menu. Pages are adjusted by selecting suggested reading, reader's choice, or recent contributions.

For general questions or to report a problem with this site, contact or email the Web Help Desk at issc@dau.mil.

Acquisition News Feeds

[DoD](#)

[Army](#)

[Navy](#)

[Air Force](#)

DoD Acquisition

- [DoD Announces Winners Of The Secretary Of Defense Environmental Awards - US Department of Defense \(press release\)](#)
- [Statement by Kenneth J. Krieg - US Department of Defense \(press release\)](#)
- [US Department of Defense - US Department of Defense \(press release\)](#)
- [Defense Department Awards Synfuel Contract - PR Newswire \(press release\)](#)
- [Argosy Grad Publishes Book on Military Contracting - Emediawire \(press release\)](#)
- [SAIC Announces Financial Results for First Quarter Fiscal Year 2008 - Earthtimes.org](#)

AKSS is the KM repository that provides mandatory policy and references documents supporting the AT&L Workforce

- Portal based / foundation for "Big A" portal in FY 08/09 timeframe
- Leverages RSS feeds and filtering vs personalization for current phase of deployment
- Includes Ask-a-Professor feature
- Links to "Golden Sources" to the maximum extent possible

- [Knowledge Sharing Channels](#)
- [About DAU](#)
- [Rapid Deployment Training \(RDT\)](#)
- [Targeted Training](#)
- [ASC Hosted Programs](#)
- [GSA](#)
- [Regulations Now! July 2006](#)
- [Regulations Now! October 2006](#)



Acquisition Community Connection

Defense Acquisition University

**Acquisition Community Connection**
Where the DoD AT&L Workforce Meets to Share Knowledge

DAU Resources ▾ Home | Contact Us | Privacy Policy | ACC Tutorial | DoD Certificate



Sign In

User Name:

Password:

Sign In

[Request an Account](#)
[Benefit of Membership](#)
[Forgot My Password or Login](#)

**ACC Practice Center**

Main View

Participate in a Community

- [Contingency Contracting](#)
- [Continuous Process Improvement](#)
- [Contracting](#)
- [Data Management](#)
- [DoD Wireless](#)
- [Earned Value Management](#)
- [Facilities Engineering](#)
- [Information Technology](#)
- [Logistics Management](#)
- [Production Quality & Manufacturing](#)
- [Program Management](#)
- [Risk Management](#)
- [Science & Technology Management](#)
- [Small Business](#)
- [Systems Engineering](#)

ACC Newsletter

- [May 2008 Issue](#)

Community Explorer



ACC Practice Center

- User Info and Training
- Contingency Contracting
- Continuous Process Improvement / Lean...
- Contracting
- Data Management
- DoD Wireless KM CoP
- EVM (Earned Value Management)
- Facilities Engineering
- IT CoP
- Logistics Management
- PQM

Defense Acquisition University



ACC is a nest of collaborative communities created through partnerships w/Services, Agencies, and Industry to support knowledge sharing across Defense Acquisition.

- 15 CoPs, 24 SIAs, 400+ workspaces
- 45,800+ registered users
- ~1,800 new members per month
- ~4 Million page views per month
- ~23,000 contact hours per month
- Creates conditions that foster collaboration across organizational boundaries

ACC Supports DoD Sharing and Ownership

[Acquisition Hot Topic Forums](#)

• [Unique Identification](#)



Defense Acquisition University

Best Practices Clearinghouse



DAU Homepage
I Need Training
Continuous Learning
Knowledge Sharing
Performance Support

Performance Learning Model
ACquire (Search)
DAU Online Resources Tour

the Acquisition Best Practices Clearinghouse



The DoD Acquisition Best Practices Clearinghouse (BPCh) facilitates the selection and implementation of systems engineering and acquisition practices appropriate to the needs of individual acquisition programs. The BPCh uses an evidence-based approach, linking resources that describe how to implement various best practices (good and bad) of applying the practices in various contexts, for users can learn about the results to be expected in their environment. The evidence stored is also contextualized, so that users will be able to find lessons relevant to their program, type of problem, or specific

Quick Search

Practices that have the most evidence

- Software Formal Inspections
- Pair Programming
- Trade Studies
- Architectural Reviews
- Integrated Project Data Repositories (IPDRs)

Evidences that have the highest trustability scores

- Advances in Software Inspections
- An Analysis of Defect Densities Found During Software Inspections
- Measuring Inspections at Litton
- The MBASE Life-cycle Architecture Milestone Package
- Using the Win-Win Spiral model: A Case Study

Launched March 2008

BPCh facilitates the selection and implementation of systems engineering and software acquisition practices specific to the needs of individual acquisition programs.

Focus is on practices, and evidence of practice implementation, in context with the user's program and need

Expanding to cover all AT&L functional areas, Requirements and Human Capital Management

Best Practices Clearinghouse

Useful Information

Help finding, selecting, and implementing practices appropriate to User's situation; fill the gap between "what" and "how"

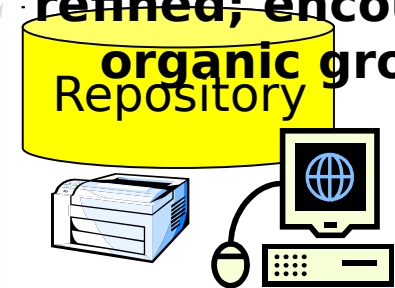


A Single Source

For answers about practices, how to apply them, when they are good to use; lessons learned; and risks to avoid

Active Knowledge Base

Not just another practice list; experience data updated, expanded refined; encourages organic growth



Living Knowledge

Integration with DoD communities of practice (ACC) and experts

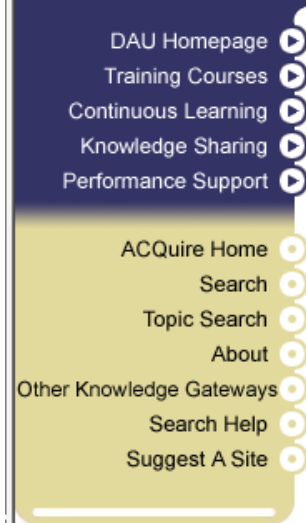
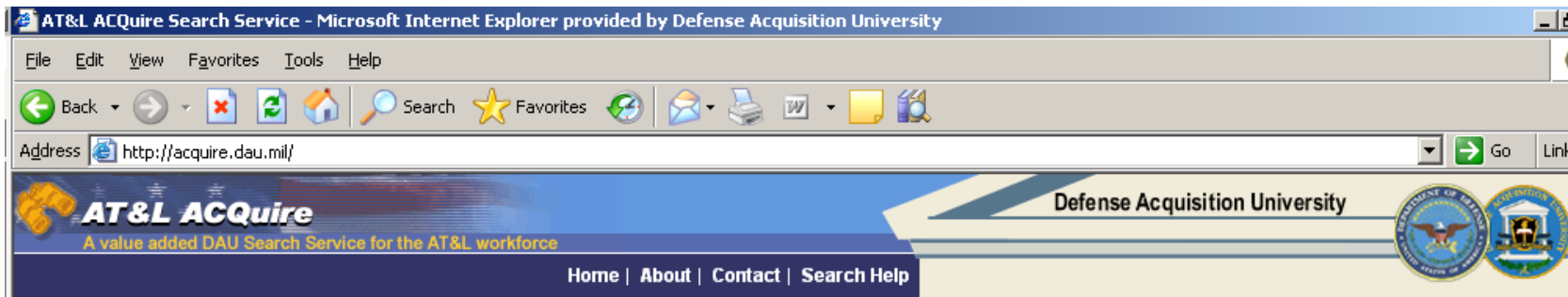


Validated practices
Consistent, verifiable



Defense Acquisition University

ACQuire Enterprise Search



ACQuire

[Search](#)

[Topic Search](#)

☐ Search Titles Only

[Search Selected Sites](#)

- | | |
|--|---|
| ☒ DAU Homepage | ☒ Federal Acquisition |
| ☒ AT&L Knowledge Sharing System (AKSS) | ☒ Acquisition Comm |
| ☒ Ask A Professor (AAP) | ☒ Defense Acquisition |
| ☒ Browsible Courseware (CL&DL) | |

[Other Search Engines](#)

[OSD ACQWeb](#) [Alta Vista](#) [Defense Link](#) [YAHOO](#) [FastSearch.com](#) [Google](#) [Google \(frn only\)](#)

The appearance of these hyperlinks does not constitute endorsement by the Defense Acquisition University of these web sites or the information, products or services contained therein. These links are provided consistent with the stated purpose of this DoD web site.

ACQuire is a search tool focused on the specific needs of the acquisition workforce

- Uses DAU Acquisition Taxonomy
- Supports search or topic navigation
- Context-based search
- Allows user to narrow search to specific libraries
- Searches into online DAU courses
- Only searches trusted sources

ACQuire search results example





Defense Acquisition University

Knowledge Document Gateways

Defense Acquisition Guidebook (DAG)

Defense Acquisition Guidebook - Foreword

[DoD 5000.1](#) [DoD 5000.2](#)

DEFENSE ACQUISITION GUIDEBOOK

FOREWORD

The Defense Acquisition System exists to manage the Nation's investments in technologies, programs, and product support necessary to achieve the National Security Strategy and support the United States Armed Forces. In that context, our continued objective is to rapidly acquire quality products that satisfy user needs with measurable improvements to mission capability at a fair and reasonable price. The fundamental principles and procedures that the Department follows in achieving those objectives are described in DoD Directive 5000.1 and DoD Instruction 5000.2. The Defense Acquisition Guidebook is designed to complement those policy documents by providing the acquisition workforce with discretionary best practice that should be tailored to the needs of each program.

Acquisition professionals should use this Guidebook as a reference source supporting their management responsibilities. As an "on-line" resource, the information is limited only by the user's interest or need. Some chapters contain general content; they provide individual topic discussions and describe processes and considerations that will improve the effectiveness of program planning. Some chapters may provide a tutorial on the application of these topics to the acquisition framework. Depending on the subject matter, a chapter may contain general background information, tutorial discussions, and/or discussions of the detailed requirements for each milestone decision and phase. All chapters contain non-mandatory staff expectations for satisfying the mandatory requirements in DoD Instruction 5000.2.

Each chapter is designed to improve understanding of the acquisition process and ensure adequate knowledge of the statutory and regulatory requirements associated with the process. Discussions, explanations, and electronic links to related information enable the "reader" to be efficient, effective, innovative, and disciplined, and to responsively provide warfighting capability. Each chapter contains links to related information instead of a reference system. There

Allows users to navigate through Guidebook via document index, graphical interface, or topical view and provides integrated links to all references mentioned

Integrated Framework Chart (IFC)

AT&L Integrated Framework Chart

AKOS Graphical Gateway to AT&L Knowledge

Home | Contact | FAQ | Help | New User

Integrated Framework Chart Main System View

Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework

Use the TABs below to change your view or click a section of the image to view a specific element of the chart.

IFC Home | Decision Support System View | Phase View | Library View | Back Of Chart | Printable Version

Web-enabled version of the pictorial roadmap of key activities in the system acquisition processes linked to support templates maintained inside of the Acquisition Community Connection



Defense Acquisition University

The DoD/DAU Acquisition Portal

AS-IS...

TO-BE...



AKSS Portal
(SharePoint '03)



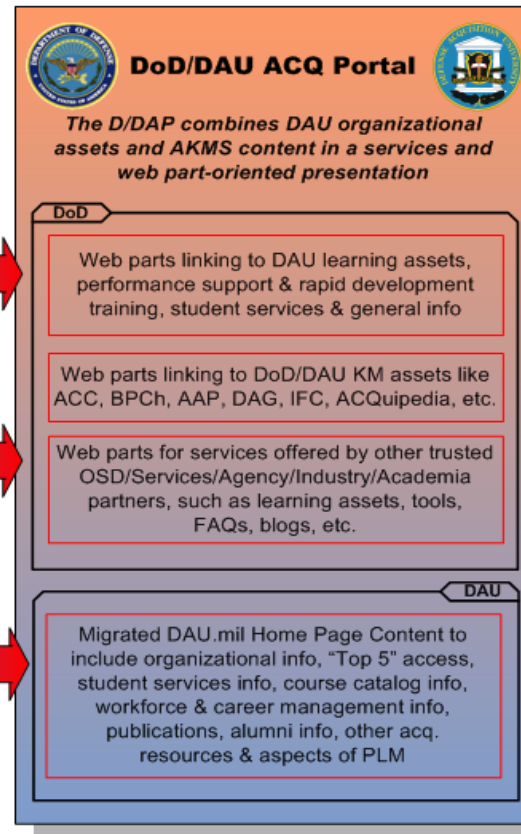
www.DAU.mil
(static, HTML-based)

A coordinated effort to align all DAU and DAU/OSD sites & resources in support of Big "A", DAU's PLM, and the needs of the AT&L Workforce

AKSS Portal migrates customized services (web parts) such as AAP, DAG, IFC, policies, directives, organizationally targeted content
(Phase 1, MOSS '07)

Create a registry of OSD / Agency / Services Web Parts

DAU.mil Home Page migrates:
A) Links to PLM services, student and other acq. assets
B) General info about DAU
(Phase 2, MOSS '07)



DAU NETWORK FIREWALL

DAUNet (DAU Intranet)

Web Parts on Home Page

The screenshot displays the DAU Home Page with a navigation bar at the top containing links: Home, DAU, Acquisition Process, Workforce, Policy, Communities, Training, Industry, and Filter by... Below the navigation bar, the page is organized into several sections:

- Featured - AT&L Spotlight News:** A section titled "Welcome to the Acquisition Portal" providing an overview of the site's purpose for DoD acquisition needs.
- RSS News Feeds:** A section with tabs for "Acquisition News", "DAU News", and "OGD (AT&L) News". It lists recent news items such as "US Department of Defense US Department of Defense (press release)" and "Defense Logistics Agency US Department of Defense (press release)".
- Acquisition Reading:** A section with tabs for "Reader's Choice", "Reading Library", "Suggested Reading", and "Recent Policy". It lists documents like "Joint Capabilities Integration and Development System (JCIDS) TOC/HF" and "Operation of the Joint Capabilities Integration and Development System (JCIDS) TOC/HF".
- ACQuiz:** A section titled "You're in the driver's seat and your helicopter maintenance crew needs a new, high-tech, adhesive tape to laminate rotor blades and protect them against desert sand. You have to purchase the tape, but the closest and cheapest supplier is a foreign company." It includes a "Check Answer" button.
- AT&L - Acquisition Services and Systems:** A section with icons for various services and a list of "Most Recent AAP Questions" such as "Can a contractor obligate funds before services?" and "How should CAP be produced for ship specific CUIIS?".
- DAU - Living Library:** A section with a list of topics including "About the Defense Acquisition University", "Training Courses", "Continuous Learning and Conferences", and "Knowledge Sharing".
- Calendar:** A calendar for April 2009 showing events like "DoD Systems and Software Technology Conference (SS-20)" and "Hot Topics in Contracting Seminar 2009 (H2S)".
- Directory of Acquisition Services:** A section with a grid of links to various services, including "Systems", "Training", "Document Gateway", "Additional Reading", and "Other ACQ Systems".

- **Featured - AT&L Spotlight News**
- **AT&L - Acquisition Services and Systems**
- **RSS News Feeds and Tabs**
- **ASK**
- **DAU Living Library**
- **Events**
- **AT&L - Acquisition Services and Systems**
- **ACQuiz**
- **Directory of Acquisition Services**

Acquisition Process - About

About... | JCIDS | Defense Acquisition System | PPBE | Requirements

Acquisition Process Policy

DoD Acquisition

Defense Acquisition System

DoD Directive 5000.1

Operation of the Defense Acquisition System DoD Instruction 5000.2

Joint Chiefs of Staff

Joint Capabilities Integration and Development System 

CJCSI 3170.01F

Operation of the Joint Capabilities Integration and Development System  CSM 3170.01C

PPBE

Integration of the DoD Decision Support System DAG Chapter 1.1

Planning, Programming, Budgeting, and Execution (PPBE) Process DAG Chapter 1.2

Contracting and Resources DAG Chapter 8.4.9

T&E Planning Documentation DAG Chapter 9.6

Services Policies

Army

Army Acquisition Policy AR 70-1

Army Acquisition Procedures DA PAM 70-3

Navy

DoN Requirements and Acquisition Process Improvements SECNAVNOTE 5000

Implementation and Operation of the Defense Acquisition System and JCIDS SECNAVINST 5000.2C

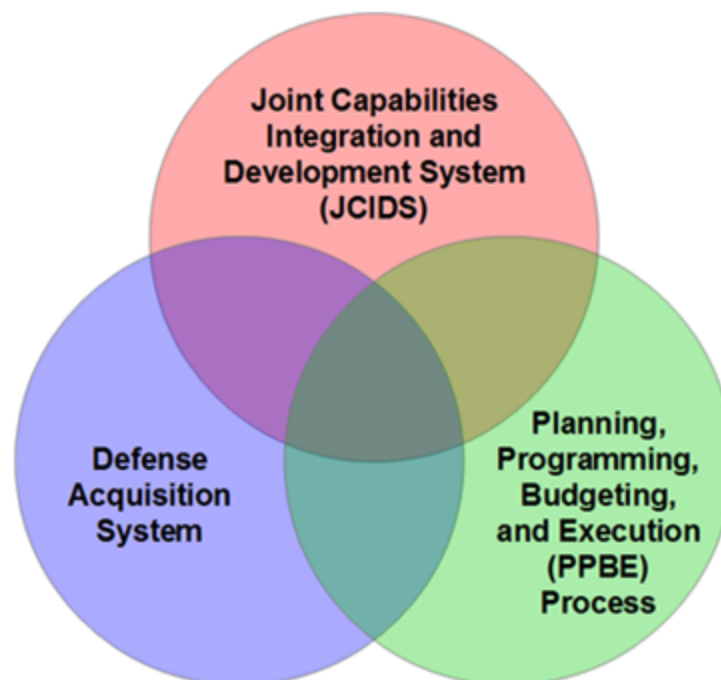
Air Force

Operations of Capabilities Based

Featured - Big "A" Concept and Map

DoD Decision Support Systems

In theory, new weapon systems are delivered as the result of the integrated actions of the three interdependent processes whose operations are held together by the significant efforts of the organizations, workforce, and the industrial partnerships that manage them.



Select any one of the three elements in this image to navigate to the corresponding page of the portal.

Related Systems



Defense Acquisition Guidebook



Integrated Framework Chart



ACQlopedia

Videos and Tutorials



DoD Acquisition Process Tutorial (103 pages)



DoD 5000 Multimedia Brief (12 mins)



JCIDS 3170 Multimedia Brief (17 mins)



BCEFM Video (39 mins)

Directory



Policy Documents



FAR, DFARS, Others



News and Publication



Suggested Reading



Glossary and Acronyms



AT&L Web Sites



Software Tools



Ethics



Forms

Acquisition - JCIDS

[Home](#) [DAU](#) [Acquisition Process](#) [Workforce](#) [Policy](#) [Communities](#) [Training](#) [Industry](#) [Filter by...](#)

[About...](#) | [JCIDS](#) | [Defense Acquisition System](#) | [PPBE](#) | [Requirements](#)

Featured - JCIDS Process

Joint Capabilities Integration and Development System

The Joint Capabilities Integration and Development System (JCIDS) is a joint-concepts-centric capabilities identification process that allows joint forces to meet future military challenges. The Joint Capabilities Integration and Development System process assesses existing and proposed capabilities in light of their contribution to future joint concepts. Joint Capabilities Integration and Development System, supported by robust analytic processes, identifies capability gaps and potential solutions. While Joint Capabilities Integration and Development System considers the full range of doctrine, organization, training, materiel, leadership and education, personnel and facilities (DOTMLPF) solutions, for purposes of this Guidebook, the focus remains on the pursuit of "materiel" solutions.

JCIDS AND DEFENSE ACQUISITION

The flowchart illustrates the JCIDS process. It begins with 'DoD Strategic Guidance' leading to a box containing 'Joint Operating Concepts', 'Joint Functional Concepts', 'Joint Integrating Concepts', and 'Integrated Architectures'. This box branches into three parallel paths. Each path starts with 'JCIDS Analysis' (represented by a purple triangle) leading to 'JROC' (Joint Requirements Oversight Council). From 'JROC', the paths proceed through 'Concept Decision' (leading to 'MS-A'), 'REFINE ANALYSIS' (leading to 'MS-B'), and 'REFINE ANALYSIS' (leading to 'MS-C'). Each of these steps is supported by 'DAB/ITAB' (Defense Acquisition Board/Information Technology Acquisition Board). The final output of the process is 'IOC' (Initial Capabilities Document). A legend on the right defines the document types: ICD - Initial Capabilities Document, CDD - Capability Development Document, CPD - Capability Production Document, and AoA - Analysis of Alternatives. A legend at the bottom defines the acronyms: JROC - Joint Requirements Oversight Council, DAB - Defense Acquisition Board, and ITAB - Information Technology Acquisition Board.

JCIDS **JCIDS Operation**
CJCSI 3170.01F CJCSM 3170.01C

Related Systems

- Defense Acquisition Guidebook
- Integrated Framework Chart
- ACQulpedia

Videos and Tutorials

- DoD Acquisition Process Tutorial (103 pages)
- DoD 5000 Multimedia Brief (12 mins)
- JCIDS 3170 Multimedia Brief (17 mins)
- BCEFM Video (39 mins)

DAU - JCIDS Training

Certification Courses

- [ACQ101 - Fundamentals of Systems Acquisition Management](#)
- [ACQ201 - Intermediate Systems Acquisition Course](#)
- [CON112 - Mission Performance Assessment](#)
- [CON111 - Mission Strategy Execution](#)
- [LOG101 - Acquisition Logistics Fundamentals](#)

JCIDS Articles Online

- [DoD Model Program for Maintenance Control and Planning](#)
- [DoD Operational Requirement and Systems Concepts Generation Processes: A Need for More Improvement](#)
- [DoD Requirements Management Competencies Summary](#)
- [JCIDS Brief](#)
- [SECNAV Notice 5000 on DoN Requirements](#)

JCIDS Best Practices

- [Systems Engineering Fundamentals Procedure for Requirement Analysis](#)
- [Trade Studies](#)
- [Utility Curve Methodology](#)
- [Requirements Allocation Sheet](#)
- [Systems Engineering Plan Preparation Guide](#)

JCIDS Questions in Ask A Professor

- [Can the requirement for payment/performance bonds be waived for a](#)

Learn. Perform. Succeed.

Acquisition Process - Defense Acquisition System

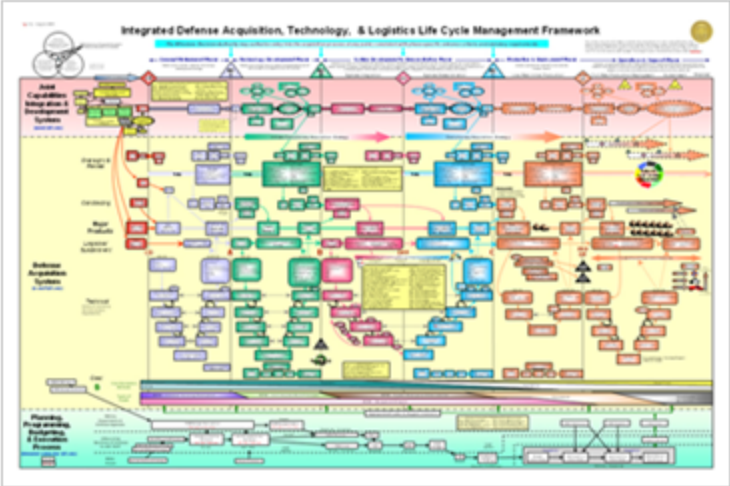
[Home](#) [DAU](#) [Acquisition Process](#) [Workforce](#) [Policy](#) [Communities](#) [Training](#) [Industry](#) [Filter by...](#)

[About..](#) | [JCIDS](#) | [Defense Acquisition System](#) | [PPBE](#) | [Requirements](#)

Featured - Defense Acquisition System Process

DoD 5000 Defense Acquisition System

The Defense Acquisition System is the management process that guides all DoD acquisition programs. DoD Directive 5000.1, The Defense Acquisition System, provides the policies and principles that govern the defense acquisition system. DoD Instruction 5000.2, Operation of the Defense Acquisition System, in turn establishes the management framework that implements these policies and principles. The Defense Acquisition Management Framework provides an event-based process where acquisition programs proceed through a series of milestones associated with significant program phases. Details on the milestones and program phases are found in section 3 of the instruction. The instruction also identifies the specific statutory and regulatory reports and other information requirements for each milestone and decision point.



[Defense Acquisition System DoD Directive 5000.1](#) [Operation of the Defense Acquisition System DoD Instruction 5000.2](#)

Related Systems

- [Defense Acquisition Guidebook](#)
- [Integrated Framework Chart](#)
- [ACQpedia](#)

Videos and Tutorials

- [DoD Acquisition Process Tutorial \(103 pages\)](#)
- [DoD 5000 Multimedia Brief \(12 mins\)](#)
- [JCIDS 3170 Multimedia Brief \(17 mins\)](#)
- [BCEFM Video \(39 mins\)](#)

DAU - Related Training

Certification Courses

- [ACQ101 - Fundamentals of Systems Acquisition Management](#)
- [ACQ201 - Intermediate Systems Acquisition Course](#)
- [CON237 - Simplified Acquisition Procedures](#)
- [LOG101 - Acquisition Logistics Fundamentals](#)
- [LOG200 - Intermediate Acquisition Logistics](#)
- [SAM101 - Basic Information Systems Acquisition](#)

Continuous Learning

- [Simplified Acquisition Procedures \(CLC005\)](#)
- [Essentials of Interagency Acquisitions \(CLC030\)](#)
- [Performance Based Logistics](#)

Directory

Policy Documents	FAR, DFARS, Others	Software Tools	Guidebooks and Handbooks	AT&L Web Sites	News, Periodicals, Update Services	Forms Management Program	Defense Acquisition Policy Center	DAU Video Library
DAP Events	Glossaries and Acronyms	Ethics in Acquisition	Ask a Professor	Reader's Choice	AT&L Reading Library	Suggested Reading	Federal Links	

Acquisition - PPBE

[Home](#)

[Acquisition Process](#)
[Workforce](#)
[Policy](#)
[Communities](#)
[Training](#)
[Industry](#)
[Filter by...](#)

[About...](#)
[JCIDS](#)
[Defense Acquisition System](#)
[PPBE](#)
[Requirements](#)

Feature - PPBE Process

Budgeting

The budgeting phase of PPBE occurs concurrently with the programming phase; each DoD Component submits its proposed budget estimate simultaneously with its POM. The budget converts the programmatic view into the format of the Congressional appropriation structure, along with associated budget justification documents. The budget projects resources only two years into the future, but with considerably more financial details than the POM. Upon submission, each budget estimate is reviewed by analysts from the office of the Under Secretary of Defense (Comptroller) and the Office of Management and Budget (OMB). The purpose of their review is to ensure that programs are funded in accordance with current financial policies, and are properly and reasonably priced...


[The DoD Decision Support System](#)
DAG Chapter 1.1

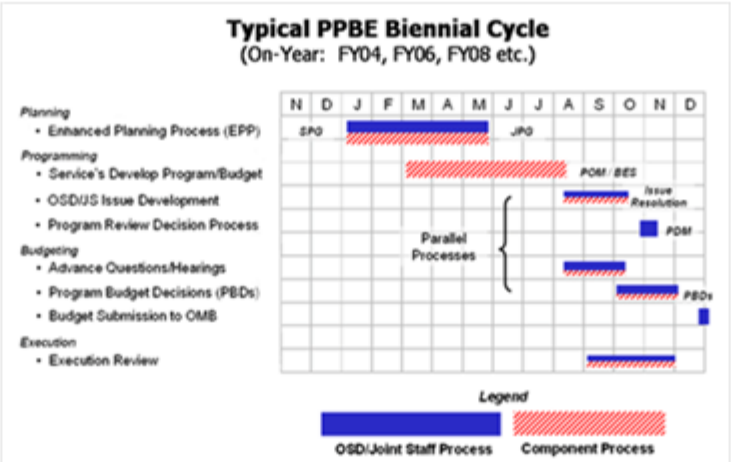

[PPBE Process](#)
DAG Chapter 1.2


[Contracting and Resources](#)
DAG Chapter 8.4.9


[T&E Planning Documentation](#)
DAG Chapter 9.6

Typical PPBE Biennial Cycle

(On-Year: FY04, FY06, FY08 etc.)



Planning

- Enhanced Planning Process (EPP)

Programming

- Service's Develop Program/Budget
- OSDUS Issue Development
- Program Review Decision Process

Budgeting

- Advance Questions/Hearings
- Program Budget Decisions (PBDs)
- Budget Submission to OMB

Execution

- Execution Review

Legend

- OSD/Joint Staff Process
- Component Process

Related Systems


[Defense Acquisition Guidebook](#)


[Integrated Framework Chart](#)


[ACQpedia](#)

Videos and Tutorials


[DoD Acquisition Process Tutorial](#)
(103 pages)


[DoD 5000 Multimedia Brief](#)
(12 mins)


[JCIDS 3170 Multimedia Brief](#)
(17 mins)


[BCEFM Video](#)
(39 mins)

DAU - Related Training

Certification Courses

BCF103 - Fundamentals of Business Financial Management

Continuous Learning

A-76 Competitive Sourcing Overview (CLC037)

Budget Policy (CLB011)

Congressional Enactment (CLB010)

Contractual Incentives (CLC018)

Cost Estimating (CLM016)

Introduction to Earned Value Management (CLB016)

Introduction to Reducing Total Ownership Costs R-TOC (CLM021)

Performance Measurement Baseline (CLB017)

Planning, Programming, Budgeting, and Execution (PPBE) and Budget

PPBE Web Sites

DoD Web Sites

[Financial Management Information Center](#)

[DoD Financial Management Regulation](#)
DoD 7000.14-R

[A Review of the Bona Fide Need Rule](#)

[Fiscal Law Course Overview](#)

[Fiscal Law Course Deskbook](#)

[Small Business Innovation Research Program](#)

[Defense Finance and Accounting Service](#)

PPBE Best Practices

[Evolutionary Acquisition Strategy](#)

[Team/Personal Software Process](#)

[Earned Value Management](#)

[Continuous Improvement](#)

[Technical Performance Measurement](#)

PPBE Questions in Ask A Professor

Where can I find information on the PPBE process?

Which FY budget will be impacted by the next QDR?

In what documents are the Components' cost and programmed budget to be included?

What percentage of a project's budget should be allocated to project management?

Workforce - Homepage

[Home](#) [DAU](#) [Acquisition Process](#) [Workforce](#) [Policy](#) [Communities](#) [Training](#) [Industry](#) [Filter by...](#)

WorkForce Links

- Service Links**
 - [US Army Acquisition Support Center](#)
 - [DoN Research, Development, and Acquisition - Career Management](#)
 - [Air Force Acquisition - Career Opportunities](#)
- Other DoD Links**
 - [Defense Agency Director, Acquisition Career Management](#)
 - [Brochures and Publications](#)
 - [Acquisition Workforce Personnel Demonstration](#)
 - [National Security Personnel System](#)
- Leadership Training**
 - [APEX](#)
 - [CAPSTONE](#)
 - [Defense Leadership and Management Program](#)
 - [Executive Leadership Development Program](#)
 - [OPM Management Development Centers](#)
 - [Stennis Center for Public Service](#)
- Career Planning**
 - DoD and Federal Career Planning**
 - [America's Job Bank](#)
 - [Defensejobs.com](#)
 - [Govtjobs.com](#)
 - [Presidential Management Fellows Program](#)
 - [USAJobs](#)
 - Non-Government Career Planning**
 - [Career Development Manual](#)

Featured - New Items of Interest

- Core Plus is Here for FY 2008**

Core Plus represents an enhanced career field certification and development framework designed to guide acquisition professionals to competency development beyond the minimum standards required for certification, based on specific types of assignments within an acquisition function/career field. [Learn more](#) or view the [Core Plus Q&A Video](#).


- Career Field Certification Standards for FY 2008**

Concurrent with the implementation of Core Plus, some on the career field Functional Integrated Product Teams (FIPTs) have also made some modifications to the training requirements associated with their core certification standards. These will be published in the 2008 DAU Catalog. Plan ahead - review them now!
- New AT&L Human Capital Strategic Plan**

The AT&L Human Capital Strategic Plan (version 3.0, June 2007) has been published. In addition to the original five goals for AT&L human capital management, the plan incorporates a sixth goal entitled "Recruit, develop and retain a mission-ready workforce through comprehensive talent management." [Learn more](#).


- New Program Systems Engineer Career Path**

The Under Secretary of defense for Acquisition, Technology and Logistics approved a restructuring of the Systems Planning, Research, Development and Engineering Career field to incorporate a third career Path - Program systems Engineer (SPRDE-PSE). The SPRDE-PSE career path becomes available for assignment to AT&L positions effective on 1 October 2007. [Learn more](#).

AT&L - Workforce Policy and Guidance

DoD Directive 5000.52  12 January 2005	AT&L Workforce Desk Guide  10 January 2006
DoD Instruction 5000.55  1 November 1991	AT&L Memo - Key Leadership Positions  1 May 2007
DoD Instruction 5000.66  21 December 2005	AT&L Memo - SPRDE-PSE Implementation  1 May 2007

Professional Organizations

- [Aerospace Industries Association of America, Inc.](#)
- [American Institute of Aeronautics and Astronautics](#)
- [American Management Association](#)
- [American National Standards Institute](#)
- [American Production and Inventory Control Society](#)
- [American Society for Quality](#)
- [American Society for Testing and Materials](#)
- [American Society of Transportation and Logistics](#)
- [Association for the Advancement of Cost Engineering](#)
- [Council of Logistics Management](#)
- [Electrical Generating Systems Association](#)
- [Electronic Industries Alliance](#)
- [Federally Employed Women](#)
- [Institute for Interconnecting and Packaging Electronic Circuits](#)
- [Institute of Electrical and Electronics Engineers](#)
- [Institute of Environmental Science and Technology](#)
- [Institute of Industrial Engineers](#)
- [Institution of Engineers, Australia](#)
- [International Association for Continuing Education and Training](#)
- [International Council on Systems Engineering](#)
- [Logistics Officer Association](#)
- [LOGTECH](#)
- [National Contract Management Association](#)
- [National Defense Industries Association](#)
- [National Property Management Association](#)
- [Project Management Institute](#)

Training - Homepage

[Home](#)  [Acquisition Process](#) [Workforce](#) [Policy](#) [Communities](#) **[Training](#)** [Industry](#) [Filter by...](#)

DoD Schools

- [Defense Institute of Security Assistance Management](#)
- [Industrial College of the Armed Forces](#)
- [National Defense University](#)
- [Information Resources Management College](#)

Army Schools

- [US Army Logistics Management College](#)
- [US Army War College](#)

Navy Schools

- [Naval Postgraduate School](#)
- [Naval War College](#)

Air Force School

- [Air Force Institute of Technology](#)

DAU - Performance Learning

Training

- [Training Center](#)
- [Course Schedules](#)
- [Browse Distance Learning Courses](#)

Continuous Learning

- [Continuous Learning Center](#)
- [Browse Continuous Learning Modules](#)
- [Conferences and Symposiums](#)

Performance Support

- [Consulting](#)
- [Facilitated Decision Making](#)
- [Rapid Deployment Training](#)
- [Targeted Training](#)

Knowledge Sharing

- [Acker Library and Knowledge Repository](#)

DAU - Academic Support

Student Information

- [Career Field Certification Standards](#)
- [Apply for a Course](#)
- [Request a Transcript](#)
- [Student Academic Policies](#)
- [Student Services FAQs](#)

Strategic Partnerships

- [Strategic Partnerships for Education and Training](#)

Professional Development

- [AT&L Career Management](#)
- [DoD Director of Acquisition Career Management](#)
- [Defense Acquisition Workforce Improvement Act](#)
- [DoDI 5000.57 - Defense Acquisition University](#)

Professional Organizations

- [Alumni Association](#)

Education Web Sites

DoD Education Web Sites

- [Civilian Education and Professional Development Branch](#)
- [DPAP Acquisition Exchange Program](#)
- [Edugate](#)

Federal Education Web Sites

- [FAI Training Application System](#)
- [USA Learning](#)
- [USDA Graduate School](#)
- [Counter-Terrorism Training and Resources for Law Enforcement](#)
- [Advanced Distributed Learning](#)

Non-Government Education Web Sites

- [Software Engineering Institute at Carnegie Mellon University](#)
- [Classes USA](#)
- [Go Train](#)
- [MonsterLearning](#)
- [The Training Registry](#)
- [takeaclass.com](#)

Industry - Homepage

[Home](#) [DAU](#) [Acquisition Process](#) [Workforce](#) [Policy](#) [Communities](#) [Training](#) **Industry** [Filter by...](#)

Featured - Industry News

Defense Industry Support

U.S. Military superiority cannot be maintained without the active cooperation of the private sector, which today controls a greater share of critical U.S. resources than in the past. At the same time, the health of U.S. industry is dependent on the Department of Defense to maintain the security and freedom to continue to do business as usual.

Top 10 World-Wide Defense Contractors, 2007

Rank	Name	Country	2006 Rank	Defense Revenue	% of total revenue
1	Lockheed Martin	United States	1	\$36,090,000	91.0%
2	Boeing	United States	2	\$30,800,000	50.0%
3	BAE Systems	United Kingdom	4	\$25,070,000	93.0%
4	Northrop Grumman	United States	3	\$23,649,000	78.4%
5	Raytheon	United States	5	\$19,500,000	96.1%
6	General Dynamics	United States	6	\$18,769,000	78.0%
7	EADS	European Union	7	\$13,202,000	25.4%
8	L-3 Communications	United States	13	\$9,989,000	80.1%
9	Finmeccanica	Italy	11	\$9,057,000	55.0%
10	United Technologies	United States	12	\$7,652,000	16.0%

Source: [DefenseNews](#)

[<< archive](#) [previous item](#) [next item >](#)

Industry Websites

[Acquisition Central: Provider Outreach Survey](#)
<http://www.acqnet.gov/DRAFTProviderwebpage.mht>

[Acquisition Central: Vendor of Goods and Services Survey](#)
<http://www.acqnet.gov/DRAFTVendorSurveywebpage.mht>

[Aerospace Industries Association](#)
<http://www.aia-aerospace.org/>

[Air Force Technology](#)
<http://www.airforce-technology.com/>

[Army Technology](#)
<http://www.army-technology.com/>

[BuyAccessible](#)
<http://www.buyaccessible.gov/>

[Central Contractor Registration](#)
<http://www.ccr.gov/>

[Excluded Parties List System](#)
<http://www.epls.gov/>

[Federal Business Opportunities \(FedBizOpps\)](#)
<http://www.fbo.gov/>

[Integrated Dual-use Commerical Companies](#)
<http://www.idcc.org/>

[Naval Technology](#)
<http://www.naval-technology.com/>

[Past Performance Information Retrieval System](#)
<https://www.ppirs.gov/>

[SBA Dynamic Small Business Search](#)
http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm

[Wage Determinations Online](#)
<http://www.wdol.gov/>

Industry Articles Online

Recent Industry Articles

[European Diversification and Defense Market Guide](#), Bureau of Industry and Security

[Defense Market Research](#), Infoshop

[Defense Market Research Reports](#), Market Research

[Defense Market Case Studies](#), STS Research Group

[Lean Manufacturing](#), Superfactory

Past Industry Articles

[The RFID Aerospace and Defense Market](#), ABI Research, 2006

Industry Associations

[Association of Old Crows](#)
<https://www.myaoa.org/>

[Association of Procurement Technical Assistance Centers](#)
<http://www.aptac-us.org/>

[CommerceNet](#)
<http://www.commerce.net/>

[Council of Defense and Space Industry Associations](#)
<http://www.codsia.org/>

[Defense Industry Initiative on Business Ethics and Conduct](#)
<http://www.dii.org/>

[Electronic Industries Alliance](#)

Knowledge Sharing - Lessons Learned

- **KM must be integrated into the business of the business**
- **Leadership at all levels of the enterprise is critical - Need to “Walk the Talk”**
- **Dedicated human resources - critical for systems development and life cycle asset management**
- **Powerful IT infrastructure needed for availability, reliability, performance and growth**
- **Build on and leverage the natural organizations, communities and content you have**
- **Provide a self-help community of practice system, with “kick start” support team. This is the main knowledge “engine”.**
- **Focus on helping your workforce do their jobs more efficiently and effectively. Focus on “what’s in it for them”. Incentivize thru awards and rewards.**
- **Knowledge Sharing is a marathon, not a sprint**